



BRIGADE POLICY

2004 Brigade Management Planning

Austinmer Rural Fire Brigade

Telephone 02 4267 4768 Facsimile 02 4267 4768

Web <http://austinmer.rfsa.org.au> Email austinmer@rfsa.org.au

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1 Preliminary

1.1 Explanatory Note

This Brigade Policy is made under:

- (a) NSW Rural Fires Act 1997
- (b) NSW Rural Fires Regulation 2002
- (c) NSW Rural Fire Service Service Standard 2.1.2
- (d) Austinmer Rural Fire Brigade Constitution

1.2 Commencement

This policy commences on the 1st January 2004

1.3 Termination

This policy terminates on the 31st December 2006

1.4 Definitions

AGM	Annual General Meeting
BMP	Brigade Management Plan
BMPPT	Brigade Management Plan Planning Team
Brigade	Austinmer Rural Fire Brigade (Unless otherwise stated)
District	Wollongong Rural Fire District (Unless otherwise stated)
Member	A current member of Austinmer Rural Fire Brigade
NSW	The State Of New South Wales
RFS	The New South Wales Rural Fire Service
SDM	Service Deliver Model
SGM	Special General Meeting
SOPS	Standard Operating Procedures

2 Background

This Document has been adapted from the NSW RFS Service Delivery Model - Brigade Management Planning Guidelines

The NSW Rural Fire Service is committed to providing a world standard of excellence in the provision of a community based fire and emergency service.

As part of the continuous improvement of its management and operations, the Service has developed and implemented the Service Delivery Model to provide a more equitable and efficient method of planning and resourcing the activities of its Rural Fire Districts and Brigades within those Districts.

The adoption of the Service Delivery Model recognises there is a need to create an "outcome" driven Service whose resources are targeted at the identified and measured risks posing a threat to our community.

Brigade structure is the fundamental mechanism under which the Service's Volunteers operate. It is within the Brigade framework that Volunteers are able to deliver the services required by the community.

Accordingly, the Brigade Management Planning Guidelines have been developed as part of the Service Delivery Model to enable Brigades to better plan their activities and identify resource requirements. This planning will both assist individual Brigades as well as contributing towards the District planning process.

Brigade Management Plans are not compulsory, but Brigades are encouraged to consider using this approach to assist senior officers with Brigade management.

The running of our brigade is becoming increasingly complex and the environment in which we operate is more dynamic as time goes by. We are all experiencing the impact of our day-to-day working and personal lives on our ability to participate in Brigade activities. In response to this we need to ensure that our time is spent productively, and implement a more planned approach to our activities.

We should liken the management of our Brigade to that of a small business. This is a fairly apt comparison when you consider the factors that need to be addressed including:

- (a) Attracting and retaining members;
- (b) Training members;
- (c) Administration and planning management;
- (d) Operational management;
- (e) Capital works and maintenance programs;
- (f) Fundraising and financial management;
- (g) Planning and managing hazard reduction programs, and
- (h) Implementing community education and awareness programs.

Each of these areas are becoming increasingly complex. Finding the time and addressing all the required issues is also complex. Even trying to decide which issue to address first can be confusing.

This Brigade Management Planning Policy is a tool to help **ALL** Brigade Members with this process.

3 BMPPT

3.1 Makeup

The planning team shall consist of seven (7) members being:

- (a) Four executive members who manage and represent the core functions (operations, training, maintenance and administration) of the brigade,
- (b) Two members who are elected by the brigade membership
- (c) One member who is chosen by the chairperson to support the teams activities.

3.2 Formation

Executive members shall be selected by the position that they hold within the brigade:

Operations	Captain
Training	Training Officer
Equipment	Equipment Officer
Administration	President

Members may nominate themselves (if they are an active member) or other active members for the non-executive positions (using schedule 3) prior to the special general meeting at which the election shall be held.

3.3 Authority to act

The members of the brigade authorise the Brigade Management Planning team to act on their behalf in:

- (a) Preparing the 2004 Brigade Management Plan and its subsequent outcomes.
- (b) Reviewing the brigades constitution pursuant to Section 5 of the NSW Rural Fires Regulation Act 2002

3.4 Delegations and proxies

- (a) **Full delegation**, Executive members may fully delegate their responsibilities for all or part of the BMP process. However, they retain the overall responsibility for their position within the team.
- (b) **Task delegation**, All planning team members may delegate tasks allocated to them, providing they inform the chairperson.
- (c) **Non-voting proxy**, any member of the planning team may appoint another member of the brigade to act on their behalf in discussions at meetings. This person may not vote on motions.
- (d) **Voting proxy**, a member of the planning team may appoint another member of the brigade to vote on their behalf in motions raised at planning meetings providing that the member appointing the proxy is aware of the motion(s) to be voted upon and has provided written notification of the proxies right to vote said motion(s) to the chairperson.

4 Scope

4.1 Functional areas

The Brigade Management planning process shall encompass each area of the brigades activities including:

- (a) **Operations**
 - Incident response
 - Hazard reduction
 - Fire prevention
 - Community education
 - Planning and coordination
- (b) **Training**
 - Brigade based training
 - Service based training
 - Externally based training
 - Planning and coordination
- (c) **Maintenance**
 - Capital works
 - Building maint
 - Appliance maint
 - Equipment maint
 - Planning and coordination
- (d) **Administration**
 - Meetings and decision making
 - Records and reporting
 - Firezone
 - Treasury and fundraising
 - Social

4.2 Assessment of demand

The planning team shall investigate and asses the demands placed on the brigade in each functional area in terms of:

- (a) Relevant NSW legislation
- (b) Service Standards
- (c) Policies (Government, Service, District and Brigade)
- (d) Standard Operating Procedures (State, District and Brigade)
- (e) Political climate
- (f) Community expectations
- (g) The responses associated with local incidents;

- (h) The responses associated with STARG incidents;
- (i) Unique community risks, structural / environmental assets and fire fighting hazards associated with our area;
- (j) Community education and relations programs
- (k) Training requirements and needs
- (l) Maintenance requirements and needs
- (m) Administration requirements and needs
- (n) Fire fighter requirements and needs

4.3 Assessment of capacity

The planning team shall investigate and assess the brigades current capacity in each of the functional areas in terms of:

- (a) People
- (b) Facilities
- (c) Equipment
- (d) Support systems
- (e) Training
- (f) Competency
- (g) Historical precedents

4.4 Recognised sources of data and information

The recognised sources of information are:

- (a) Member survey
- (b) Member submissions
- (c) District office submission
- (d) Community submissions
- (e) Firezone data
- (f) District and brigade records

4.5 Gap analysis

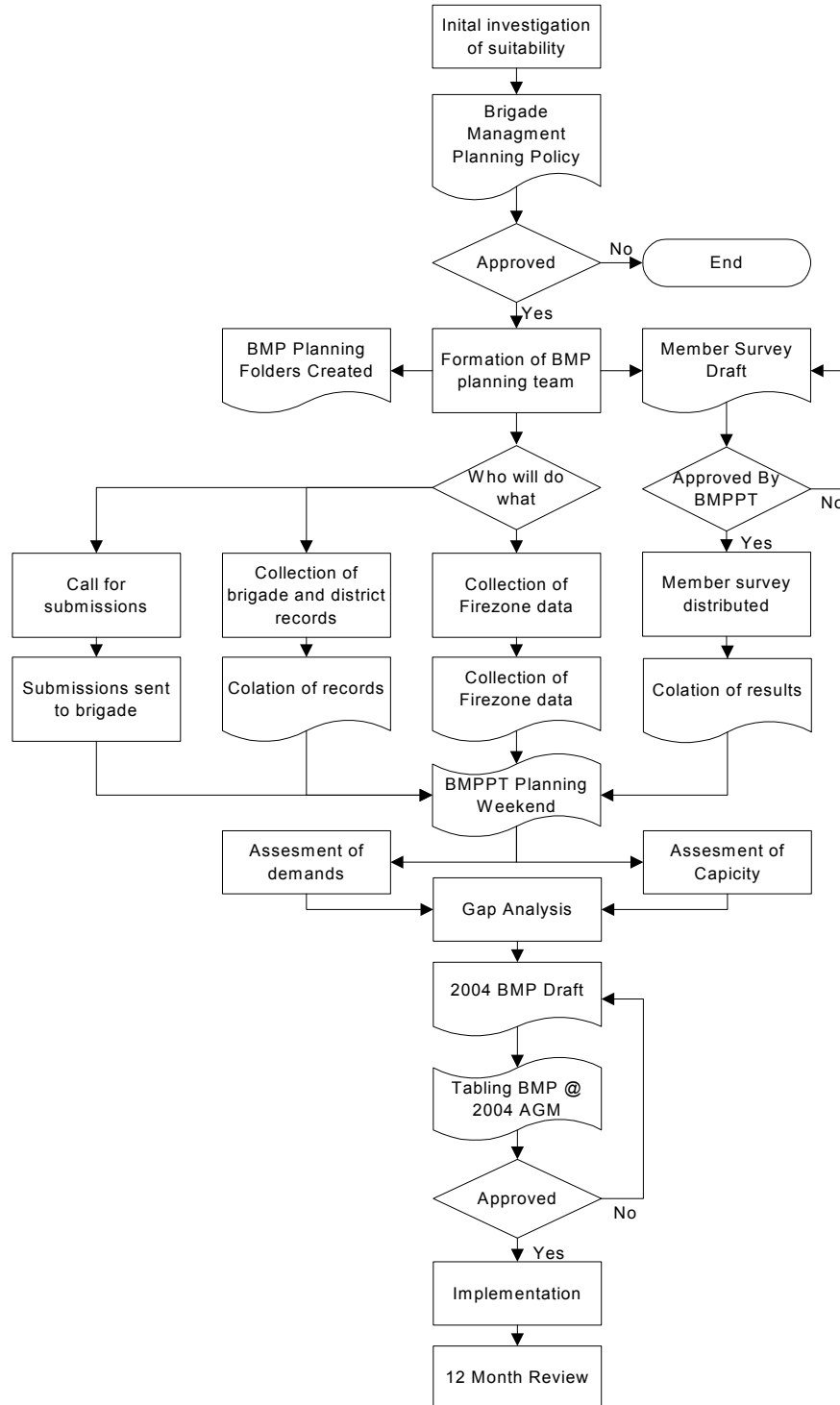
Upon completion of the demand and capacity studies the planning team will assess the gap between the demands and the Brigades ability to meet them. This shall provide the foundation for the outcomes.

4.6 Expected outcomes

The members of the brigade expect the Planning Team to produce the 2004 Brigade Management Plan, detailing how the brigade will meet the predicted challenges over the next three years.

5 Planning process

5.1 Overview



5.2 Timeframes

	Letter sent to members declaring Special General Meeting
	Policy (Brigade Management Planning) put to members at A Special General Meeting
	First BMPPT meeting
	Member survey sent out
	Request for submissions
	Member surveys due back
	Submissions closing date
	Brigade & District records reports due
	Firezone report due
	BMPPT Planning weekend
	Initial draft completed
	Presentation of BMP and outcomes at 2004 AGM
	Implementation
	12 month review
	24 month review
	3 year review (2007 BMP planning process begins)

6 Planning Meetings

6.1 Standard agenda

Normal planning meetings shall follow the following standard agenda:

- (a) Apologies
- (b) Business arising from the last meeting
- (c) Status reports on tasks
- (d) General discussion
- (e) Reading of the minutes and tasks allocations arising from the meeting

6.2 Variations to standard agenda

The standard agenda may be varied to accommodate any reasonable request.

6.3 Task allocations

An accurate record shall be kept of task allocations made throughout all planning meetings.

6.4 Expected outcomes

After each meeting the support person shall produce and provide a copy of the following to each Planning Team member:

- (a) Minutes
- (b) Activity reports
- (c) Task allocation report

6.5 Motions

All motions at planning meetings shall be carried with a simple majority.

6.6 Planning weekend

The BMPPT shall hold a two day planning meeting after all of the relevant data and information relating to demand and capacity has been collected and collated. The format shall be finalised on later than 28 days prior to the planning weekend.

7 Implementation

7.1 Requirements

The implementation of the BMP and its outcomes shall require:

- (a) approval by at least two thirds of the Executive Members of the BMPPT and
- (b) approval by at least two thirds majority of eligible voting members at the Brigades 2004 AGM

The BMP and its outcomes shall be governed by and must adhere to:

- (a) NSW Rural Fires Act 1997
- (b) NSW Rural Fires Regulation 2002
- (c) NSW Government policy
- (d) NSW RFS Service Standards
- (e) NSW RFS SOPS
- (f) District SOPS
- (g) Austinmer Rural Fire Brigade Constitution

7.2 Authority

Subject to the conditions of clause 7.1 being met, all members of the Brigade shall be bound by the BMP and its outcomes (as amended).

7.3 District SDM planning

The brigade shall not make any submissions to the District for their 2004 SDM planning.

The brigade shall consider at the 12 month review whether or not it shall make a contribution to the District's 2005 SDM planning

8 Review process

8.1 12 Month review

No less than 14 days prior to the Brigades 2005 Annual General Meeting the BMPPT chairperson shall convene a meeting to:

- (a) Review the progress of the BMP's implementation
- (b) Asses weather or not the BMP is meeting the Brigades needs
- (c) Review the brigades constitution pursuant to Section 5 of the NSW Rural Fires Regulation Act 2002
- (d) Draft amendments to the BMP as necessary

The Chairperson of the BMPPT shall table the following at the Brigades 2005 Annual General Meeting:

- (e) Amendments to the BMP for consideration by the members
- (f) Amendments to the Brigades Constution for consideration by the members
- (g) A report detailing the progress of implementation and successfulness of the brigades BMP.

8.2 24 Month review

No less than 14 days prior to the Brigades 2006 Annual General Meeting the BMPPT chair person shall convene a meeting to:

- (a) Review the progress of the BMP's implementation
- (b) Asses weather or not the BMP is meeting the Brigades needs
- (c) Review the brigades constitution pursuant to Section 5 of the NSW Rural Fires Regulation Act 2002
- (d) Draft amendments to the BMP as necessary

The Chairperson of the BMPPT shall table the following at the Brigades 2006 Annual General Meeting:

- (a) Amendments to the BMP for consideration by the members
- (b) Amendments to the Brigades Constution for consideration by the members
- (c) A report detailing the progress of implementation and successfulness of the brigades BMP.

8.3 3 Year Review

While the BMP remains in effect until Midnight on 30th June 2007 the 3 year review shall commence in January 2007.

The 3 year review restarts the Brigade Management Process.

Schedule 1 – Motion for approval

Proposer: Ray Barnes
Seconder: Colin Brenchley

Motion

The members of Austinmer Rural Fire Brigade consent to:

- (a) The implementation of this policy (Brigade Management Planning)

and

- (b) All members of the brigade being bound by this policy

Outcome

The motion was: _____

Witnessed by: **Malcolm Bartrop**
President

Signature

____ / ____ / _____
Date

Witnessed by: **Kylie Owen**
Secretary (Acting)

Signature

____ / ____ / _____
Date

Schedule 2 – Proxy voting form

To the returning officer:

I am unable attend the Special General Meeting called to consider the implementation of the Brigade Policy – Brigade Management Planning. However, I wish to:

Delegate my voting rights to _____

Vote in favour of the motion listed in schedule 1

Vote against the motion listed in schedule 1

Abstain from voting

Member: _____

Signed: _____

Date: ____ / ____ / ____

Witness: _____

Signed: _____

Date: ____ / ____ / ____

Schedule 3 – Non-executive BMPPT member nomination

Nominee: _____
Print Name

Sign Name

____ / ____ / _____
Date

Person making the nomination: _____
Print Name

Sign Name

____ / ____ / _____
Date

Person seconding the nomination: _____
Print Name

Sign Name

____ / ____ / _____
Date

Schedule 4 – Planning team members

Operations (Executive Member)	
Training (Executive Member)	
Maintenance (Executive Member)	
Administration (Executive Member)	
Elected Member 1 (Non -Executive Member)	
Elected Member 2 (Non -Executive Member)	
Support Person	